



Company Presentation

PORSCHE

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Today's presenters

Oliver Blume

CEO

Lutz Meschke

CFO



Note: The figures for fuel consumption, electric range, energy consumption and CO₂ emissions are included in the glossary

PORSCHE

Porsche – our journey to date



**Iconic heritage &
modern luxury**

**Superior luxury portfolio &
BEV transformation**



**Great execution &
financial strength**

Porsche – key facts

2021

302 k

Deliveries
13.7 % BEV share

9.0 %

Group revenue¹ CAGR 2017-21
€ 33.1 bn group revenue

16.0 %

Return on sales (RoS)²
€ 5.3 bn group operating profit

€ 3.7 bn

Automotive net cash flow³

21.3 %

Automotive after tax
return on investment⁴

24.5 %

Automotive EBITDA margin
€ 7.4 bn automotive EBITDA⁵

1. Dr. Ing. h.c. F. Porsche Aktiengesellschaft and its consolidated subsidiaries ("group") sales revenue | 2. Ratio of group operating profit to group revenue | 3. Cash flows from automotive operating activities less cash flows from automotive investing activities of current operations | 4. Ratio of automotive operating profit after tax to average invested capital | 5. Automotive operating profit plus depreciation/amortization and impairment losses/reversals of impairment losses on automotive property, plant and equipment, automotive capitalized development costs and other automotive intangible assets

Porsche – performance products in luxury segment

911

Icon

Taycan

Performance

Macan

Lifestyle

718

Driving Fun

Cayenne

Functionality

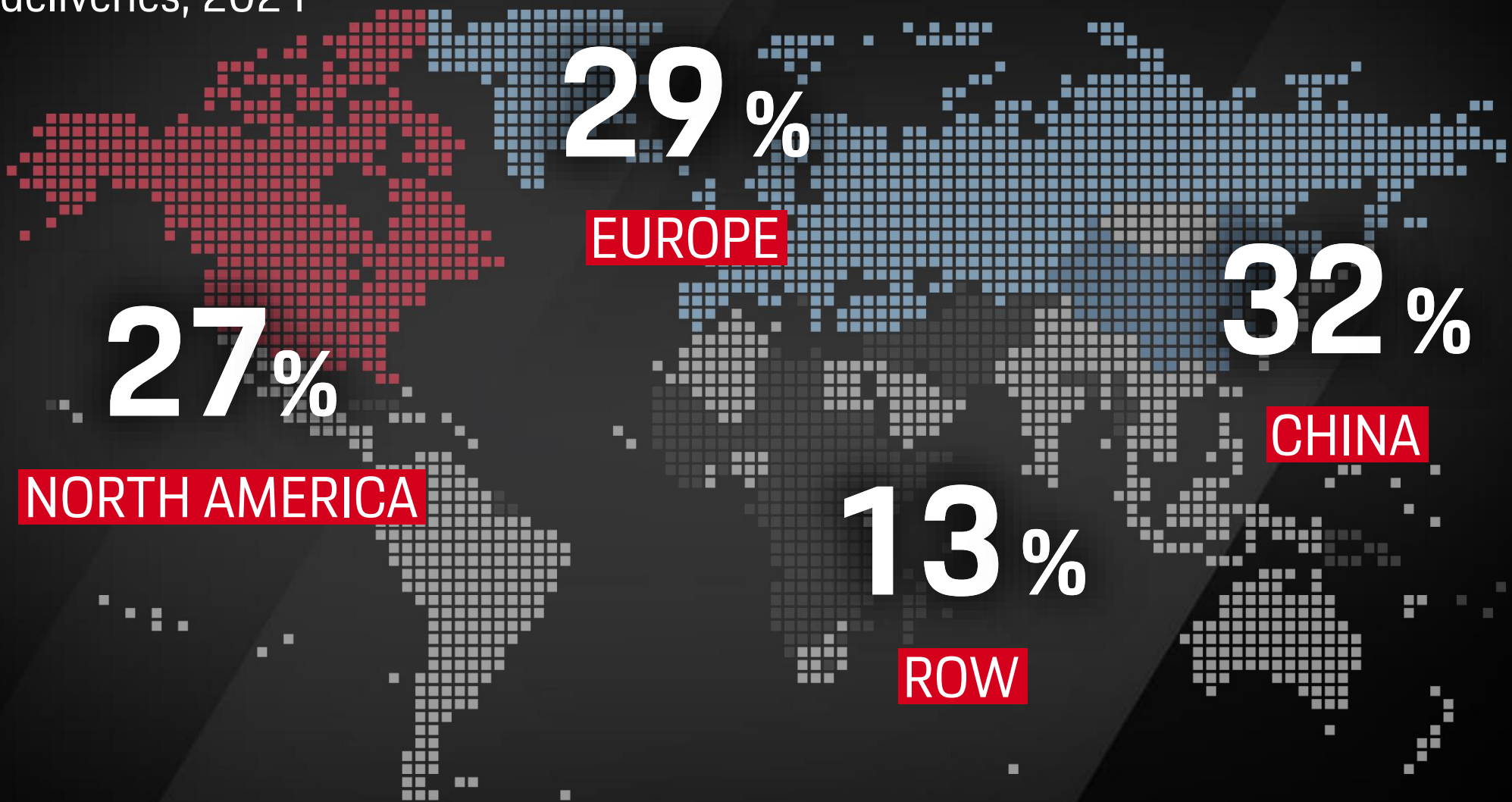
Panamera

Elegance



Porsche – global presence in 120+ markets¹

Split by deliveries, 2021



1. One market equals one country | Note: Not adding up to 100 % due to rounding: North America (26.6 %), Europe (28.5 %), China (31.7 %), RoW (13.1 %)

Porsche – key differentiators

- » Iconic brand and heritage
- » Performance culture
- » Structural growth
- » Electrification, tech and sustainability
- » Luxury with scale benefits
- » Consistently stellar financial profile



Our mission

In the beginning I looked around and could not find the car I dreamed of. So I decided to build it myself.

– Ferry Porsche



Our vision

**The brand for those who
follow their dreams**

Our brand – modern luxury



Brand Finance®
Awards

MOST
VALUABLE
LUXURY
BRAND¹

**Pioneering Spirit
& Tradition**

**Exclusiveness
& Likeability**

**Design
& Function**

**Performance
& Sustainability**

1. Most valuable luxury brand worldwide since 2017 among major luxury and automotive players (2021: Aston Martin, Bentley, Cartier, Chanel, Ferrari, Hermès, Lamborghini, Louis Vuitton, Maserati, McLaren, Rolls Royce Motor Cars) according to Brand Finance

PORSCHE

ICONIC BRAND AND HERITAGE

11

Our product philosophy



Agility
Performance

Passion
Heritage

Family
Core

Pioneering Spirit
Future

Iconic brand and heritage translated into modern luxury

BRAND IDENTITY
RECOGNIZING, **THAT**
IT IS A PORSCHE



PRODUCT IDENTITY
RECOGNIZING, **WHICH**
PORSCHE IT IS



The 911 – our icon



Dream for generations

1+ mn units sold
since 1964

1. Based on actively registered 911 models in 2021

Timeless design

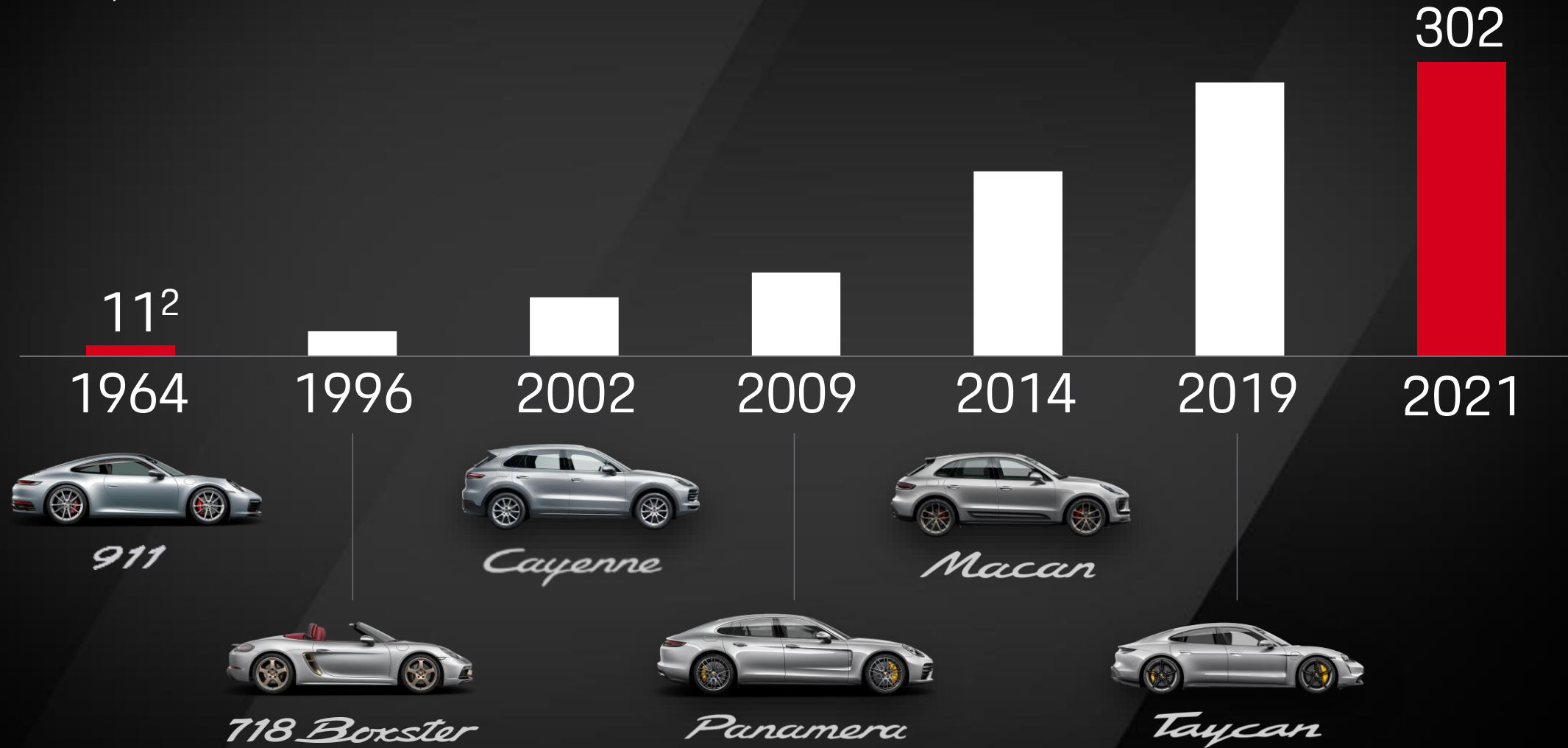
8 generations,
1 iconic design

Collectors' car

70+ % still on
the road¹

Success story of new product launches

Deliveries¹, in '000 cars



1. Total Porsche deliveries in respective year | 2. Total vehicle production in calendar year 1964

Top performance culture thriving for perfection

**Pioneering
spirit**

Passion

Agility

**One
family**

Attracting and retaining entrepreneurial talent



80+ %

Employees recommend Porsche¹

Top employer

Consistent top rankings^{2, 3}

1. Glassdoor company information, April 2022: Porsche AG in best position among major luxury & automotive players (incl. Cartier, Chanel, Ferrari, Gucci, Hermès, LVMH, McLaren, Richemont, Rolex). Glassdoor award "Best Employer 2020" Germany | 2. Trendence Graduate Survey 2020, 2021, Porsche AG top 5 in Economics & Engineering in Germany | 3. Universum, Porsche AG in top 5 (Student Survey), top 2 (Professionals Survey), 2017-21, in Engineering & Business in Germany

Technology – innovations from the racetrack to the road



Lightweight
composites

Turbo-
charged
engine

Dual clutch
gearbox

Composite
brakes

Low-
friction
coatings

High-
performance
HEV

800 volt
technology

Global structural growth fundamentals

Expected global CAGRs, 2021-2026



HNWI¹

9 % CAGR

SUV segment²

6 % CAGR

BEV segment³

34 % CAGR

Note: The figures for fuel consumption, electric range, energy consumption and CO₂ emissions are included in the glossary | 1. Number of high-net-worth individuals (€ 1-30 mn liquid assets), Knight Frank Wealth report | 2. Unit sales data, S&P Global Mobility Light Vehicle Sales Forecast, April 2022 | 3. Unit production data, S&P Global Mobility Light Vehicle Powertrain + Alternative Propulsion Forecast, April 2022

Highly attractive Porsche segment



Luxury pricing

More than 2x revenue per car¹ with further upside

Superior luxury portfolio

Sports Cars, Sports Limousines, Sports Utility Vehicles

BEV

14 % deliveries in 2021 (ambition 80+ % in 2030)

Note: The figures for fuel consumption, electric range, energy consumption and CO₂ emissions are included in the glossary | 1. Ratio Porsche AG automotive sales revenue to number of deliveries 2021 compared to average premium OEMs' average revenue per car (Audi, BMW, Mercedes-Benz, Tesla, Volvo Cars, as per annual reports)

Opportunities in high margin segments

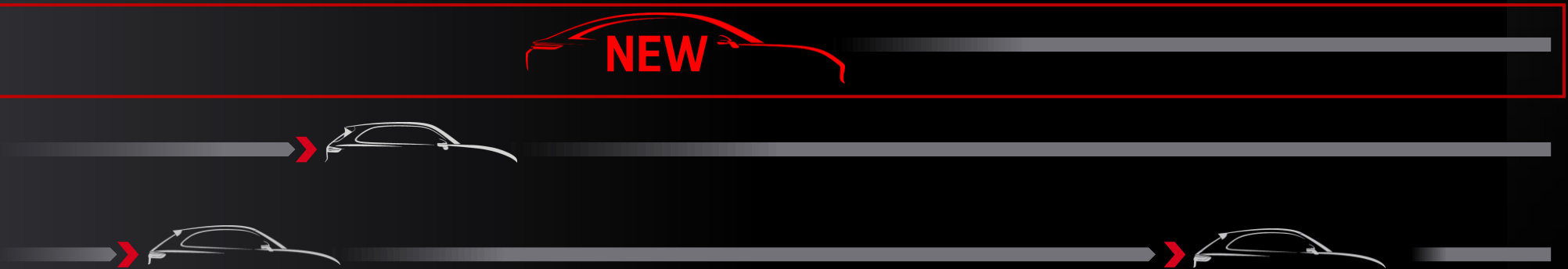
Sports
Cars



Sports
Limousines



Sports
Utility
Vehicles



Note: Illustrative

Further growth areas

A woman in a plaid coat and white skirt walks past a pink Porsche Taycan on a city street. The car has a license plate that reads 'S TA 5133E'. In the background, there are modern buildings and other pedestrians.

New customers

Increasingly attracting women and millennials

New tech

New tech-enabled business models such as charging, data

New offerings

In Porsche Exclusive, specials, Porsche Lifestyle

Taycan – highly awarded and successful luxury BEV



Most

Innovative car globally in 2020¹

35+

Awards since 2019

GQ

40+ k

Deliveries in 2021

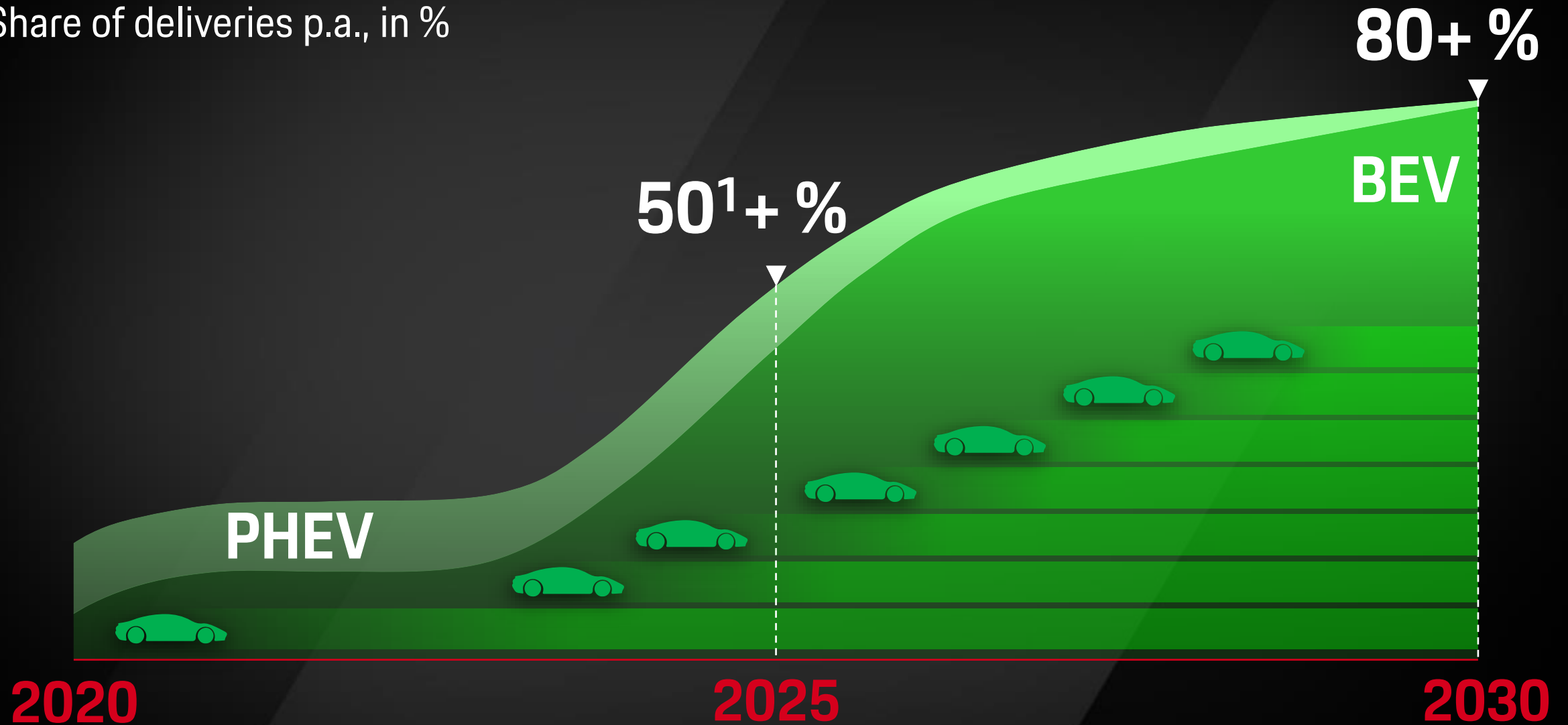
60+ %

First time Porsche buyers² since 2019

Note: The figures for fuel consumption, electric range, energy consumption and CO₂ emissions are included in the glossary | 1. Automotive-INNOVATIONS-Award declared by Center of Automotive Management | 2. Global share of new customers among Taycan customers

BEV ambition – 80+ % BEV share in 2030

Share of deliveries p.a., in %



Note: Illustrative, use of silhouettes not indicative of cycle plan | 1. Including PHEV and BEV

Innovative BEV technology and ecosystem



Performance

Engine and battery
(incl. oil cooling)

1. Porsche Mission R (Concept car)

Efficiency

800 kW¹
recuperation

Charging

350 kW/900 volt¹
turbo charging

Ecosystem

From battery cells
to infrastructure

Porsche differentiation



Design



Quality



Driver experience



Performance



Fast travelling



Sustainability



Note: The figures for fuel consumption, electric range, energy consumption and CO₂ emissions are included in the glossary

Porsche digital driver experience



**Own Porsche
competence**

**Technology partnerships
across ecosystems**

**Leverage
Volkswagen toolkit**

Digital transformation



**9 global Porsche
Digital locations**

**Digital processes &
production**

**New customer
journeys**

Established ESG strategy – integral part of our business



Decarbonization



Circular economy



Diversity



**Partner
to society**



**Supply
chain responsibility**



**Governance &
transparency**

Ambition to be CO₂ net neutral in 2030

Across global value chain¹



Net neutral

CO₂ footprint of main R&D and production sites² today

All

Future BEV model releases: aim for CO₂ net neutrality

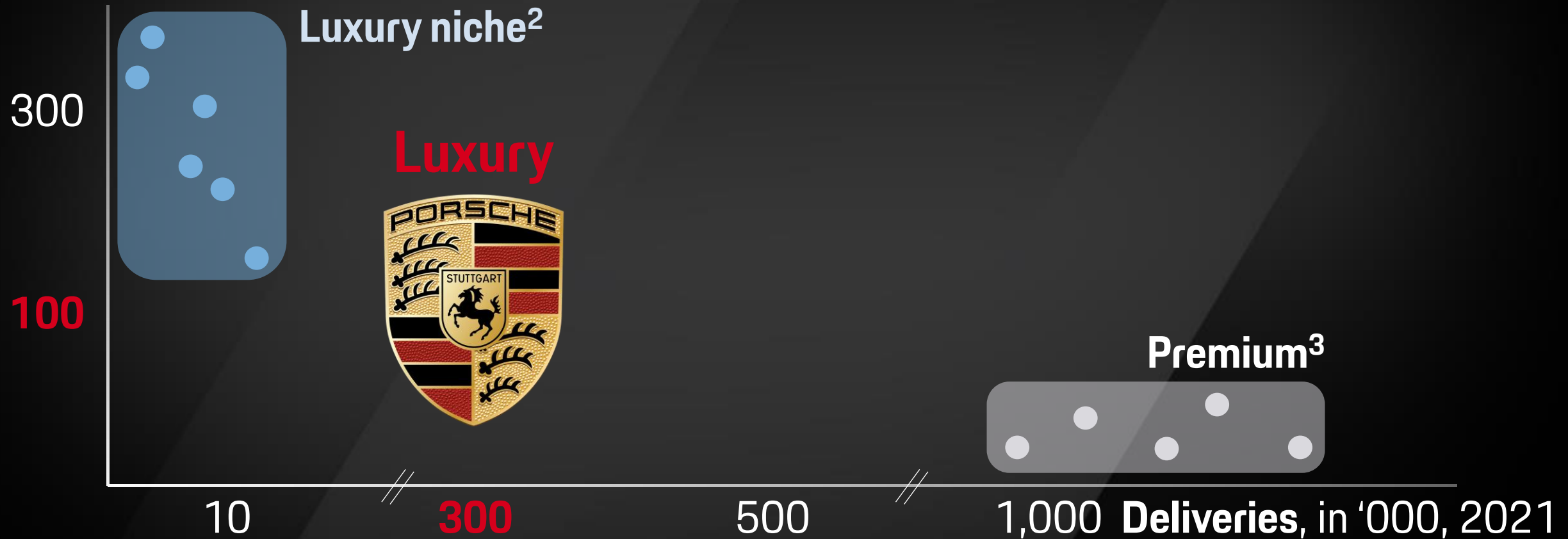
Decarbonization

Ambitious targets and stringent tracking

Note: The figures for fuel consumption, electric range, energy consumption and CO₂ emissions are included in the glossary | 1. Scope 1, 2 & 3 emissions as defined per Greenhouse Gas Protocol | 2. Zuffenhausen, Leipzig and Weissach

Unique position of luxury

Revenue per car¹, in € '000, 2021



1. Ratio automotive sales revenue to deliveries | 2. Aston Martin, Bentley, Ferrari, Lamborghini, Maserati, McLaren (annual reports) | 3. Audi, BMW, Mercedes-Benz, Tesla, Volvo Cars (annual reports)

Luxury – fulfilling individual customer dreams



Limited editions

Porsche Exclusive

Customization

Note: The figures for fuel consumption, electric range, energy consumption and CO₂ emissions are included in the glossary

Luxury – creating unique experiences



**10 Porsche Experience
Centers worldwide**

100+ k drives¹ in 2019

**Destination
Porsche**

New retail formats

**Porsche
Marketplace**

12 mn visitors in 2021

Note: The figures for fuel consumption, electric range, energy consumption and CO₂ emissions are included in the glossary | 1. Includes drives in Porsche Experience Centers, Porsche Driving Centers, PAG Experience offering – due to COVID-19 restrictions 2020-2021 not representative

Strategic independence while synergies remain



Focus on own core competencies

Technology,
battery cells & systems

Strategic flexibility

Partnerships and VC
investments

Volkswagen ecosystem

Base technologies,
purchasing scale

Note: The figures for fuel consumption, electric range, energy consumption and CO₂ emissions are included in the glossary

Porsche economic model

Key facts, 2021

€ 100_k

» Average revenue per car¹ more than 2x premium OEMs²

» Lean cost structure & scale

» Significant BEV-focused investments executed

24.5%

Automotive EBITDA margin³

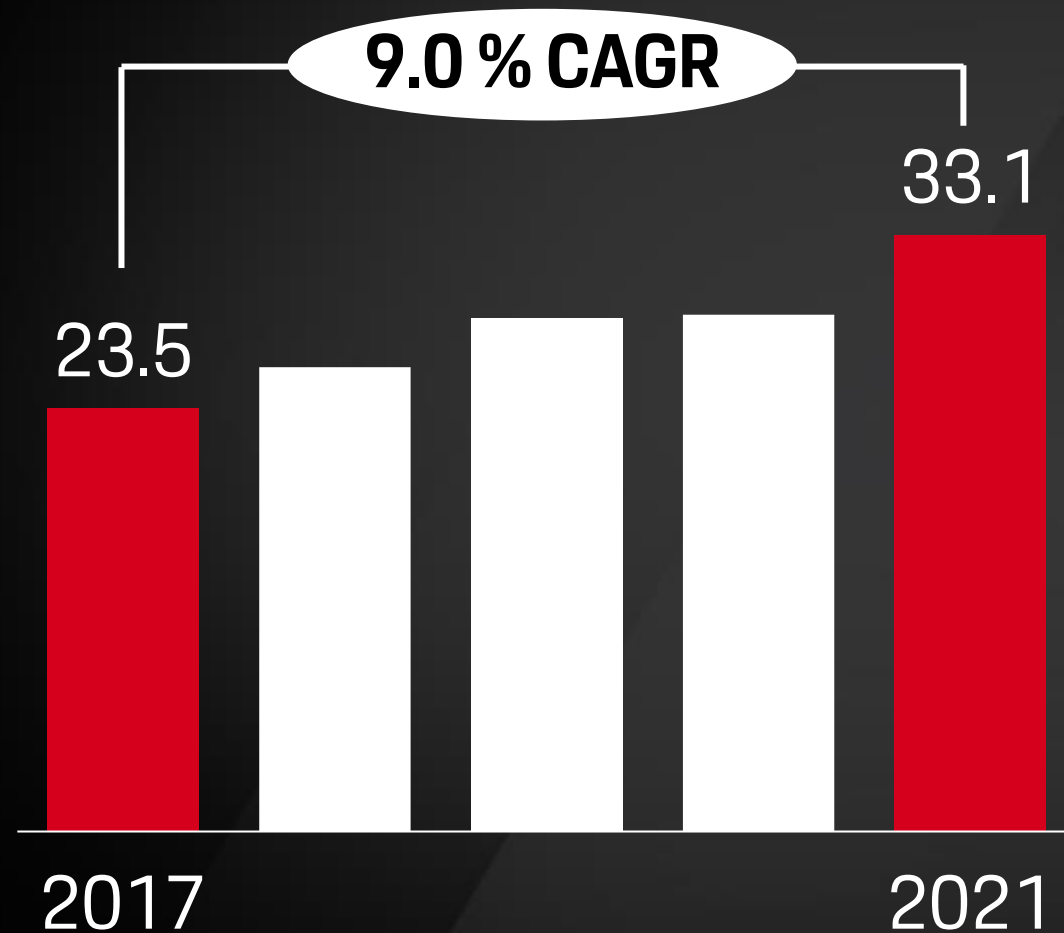
10+%

Automotive net cash flow margin⁴

1. Ratio of automotive sales revenue to deliveries | 2. Average premium OEMs' average revenue per car (Audi, BMW, Mercedes-Benz, Tesla and Volvo Cars, as per annual reports) | 3. Ratio of automotive EBITDA to automotive sales revenue | 4. Ratio of automotive net cash flow to automotive sales revenue

Strong growth track record ...

Group revenue, in €bn



... with future growth levers

- » Luxury and SUV growth forecasted¹
- » Leading BEV transition²
- » Portfolio expansion
- » Mix improvement

1. Global HNWI CAGR 2021-2026 at 9 %, Knight Frank Wealth report; Global SUV CAGR 2021-2026 at 6 %, S&P Global Mobility Light Vehicle Sales Forecast, April 2022 | 2. Porsche with faster transition from ICE to BEV compared to average premium and luxury OEMs as per S&P Global Mobility Light Vehicle Powertrain + Alternative Propulsion Forecast, April 2022, 2021-2029

Profit expansion ...

Group operating profit, in €bn



Note: 2019, excl. special factor Diesel topic of € 535 mn

... with further potential

- » Luxury pricing
- » Scale from BEV platforms
- » Leveraging partnerships
- » Profit improvement programs

Goal – high margins throughout transformation

Key facts of current profitability program

Investments

BEV, digitalization and new model launches

€ 10 bn¹

Cumulative gross impact (2019-25) funding the transformation

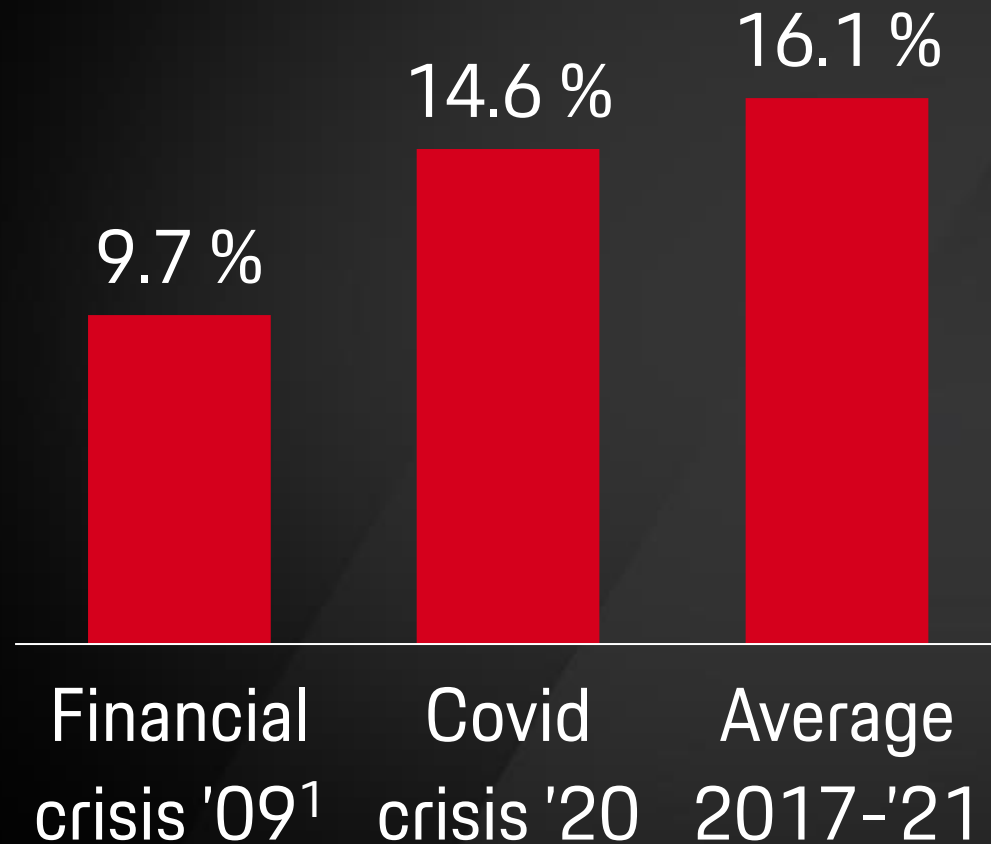
€ 3 bn¹

Avg. gross impact p.a. 2025+, basis for further improvement

1. Gross target impact from additional business and efficiencies on operating profit before any countereffects

Increased resilience in operating margins ...

Reported group RoS, in %



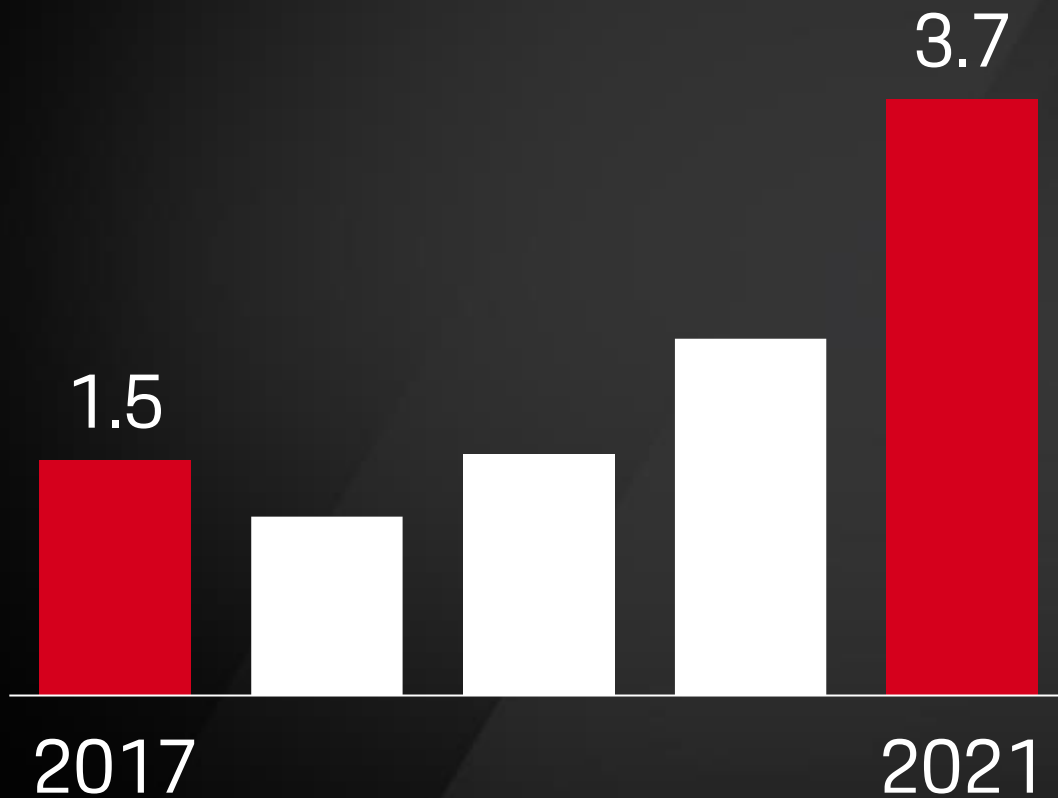
... in challenging markets

- » Ability to adapt and react quickly
- » Financially strong customer base
- » Continuous fixed cost optimization
- » Structural improvements over time

1. Group RoS in fiscal year 2008/2009 | Note: Only 2019 adjusted, excl. special factor Diesel topic 2019 of € 535 mn

Sustainable automotive net cash flow generation ...

Automotive net cash flow¹, in €bn



... despite significant past investment

- » Clear capital efficiency targets
- » Focused tech and R&D investments
- » Well-invested tech and asset base
- » BEV-focused investment plan

1. Cash flows from automotive operating activities less cash flows from automotive investing activities of current operations

Porsche – a unique story

- » Global **iconic luxury** brand
- » **Technology leadership** in key growth segments
- » Growth in **luxury product** and **services portfolio**
- » Clear ambition to become CO₂ **net neutral in 2030**
- » Platform for **digital** and **sustainability** partnerships
- » Increased **corporate independence**
- » Unlock further potential to drive our **performance culture**





Past. Present. Future.

Performance. Entrepreneurship. Agility.

Porsche.





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Glossary

Automotive EBITDA: Automotive operating profit plus depreciation/amortization and impairment losses/reversals of impairment losses on property, plant and equipment, capitalized development costs and other intangible assets (each in the automotive segment)

Automotive net cash flow: Cash flows from automotive operating activities less cash flows from automotive investing activities of current operations

BEV: 100% battery electric vehicle as defined per S&P Global Mobility

CAGR: Compound annual growth rate; ending value divided by beginning balanced with an exponent of 1 divided by the number of years minus 1

Deliveries: Handovers of new vehicles to the end customers

Destination Porsche: New retail formats implemented within various touchpoints such as Porsche Center (Core Format), Porsche Studio, Sales Pop-up, Porsche Now (Urban Format) and Satellite Porsche Center, Service Factory, Porsche Approved Center and Express City Service Center (Extended formats)

EBIT: Earnings before interest and tax (equal to operating profit)

EBITDA: Operating profit plus depreciation/amortization and impairment losses/reversals of impairment losses on property, plant and equipment, capitalized development costs, other intangible assets

Fast Travelling: Products that enable fast travelling for customers (e.g., Porsche Taycan with top speed of 260 kph and 800-volt technology, that allows for battery charging sufficient for 100km range in 5 minutes and 80% battery charging in 22.5 minutes), Model Range Taycan Sports Sedan: Electrical consumption combined: 27.0–25.4 kWh/100 km (NEDC); 24.1–19.6 kWh/100 km (WLTP); CO2 emissions combined: 0 g/km (NEDC); 0 g/km (WLTP); Electric range: 370–512 km; Electric range City: 440–630 km; Status 05/2022)

Group: Dr. Ing. h.c. F. Porsche Aktiengesellschaft and its consolidated subsidiaries

kW: Kilowatt

ICE: Internal combustion engine as defined per S&P Global Mobility

HEV: Hybrid electric vehicle

HNWI: High net worth individuals (€ 1–30 mn liquid assets) as defined per Knight Frank Wealth report

OEM Original equipment manufacturer

Return on investment (automotive segment): Ratio of operating profit after tax to average invested capital

PHEV: Plug-In hybrid electric vehicle as defined per S&P Global Mobility

Return on sales: Ratio of operating profit to sales revenue

Scope 1 emissions: Direct emissions from owned or controlled sources as defined per Greenhouse Gas Protocol

Scope 2 emissions: Indirect emissions from the generation of purchased energy as defined per Greenhouse Gas Protocol

Scope 3 emissions: All indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions as defined per Greenhouse Gas Protocol

Special factor Diesel topic: Emission-related fine of public prosecutor 's office in Stuttgart amounting to € 535 mn

SUV: Sports utility vehicle

Range/consumptions/emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)	Electric range in City (WLTP)	Fuel consumption combined (NEDC)	Electrical consumption combined (NEDC)	CO ₂ emissions combined (NEDC)
911 Targa 4 GTS (P.3)	11.3 – 10.8 l/100km	n/a	257 – 245 g/km	n/a	n/a	10.7 – 9.9 l/100km	n/a	243 – 227 g/km
911 Targa 4S Heritage Design Edition (P. 20, 32)	11.1 – 10.7 l/100km	n/a	253– 244 g/km	n/a	n/a	9.9 l/100km	n/a	227 g/km
911 GT3 (P. 34)	13.0 – 12.9 l/100km	n/a	294 – 293 g/km	n/a	n/a	13.3 – 12.4 l/100km	n/a	304 - 283 g/km
911 Sport Classic (P. 20)	12.6 l /100km	n/a	285 g/km	n/a	n/a	12.8 l/100km	n/a	292 g/km
Cayenne (P.6, 13, 15)	12.5 - 11.5l/100km	n/a	283 - 259 g/km	n/a	n/a	9.4 – 9.2 l/100km	n/a	215 - 210 g/km
Panamera Models (combustion engine), (P.6, 13, 15)	13.3 - 10.2l/100km	n/a	302 - 232 g/km	n/a	n/a	11.1 – 8.6 l/100km	n/a	253 - 197 g/km

Note: Range/consumptions/emissions as of 05/2022

Range/consumptions/emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)	Electric range in City (WLTP)	Fuel consumption combined (NEDC)	Electrical consumption combined (NEDC)	CO ₂ emissions combined (NEDC)
Model Range Taycan Sports Sedan (P.6, 13, 15, 22, 42)	24.1 – 19.6 kWh/100km	n/a	0 g/km	370 - 512 km	440 - 630 km	n/a	27.0 – 25.4 kWh/100km	0 g/km
Taycan 4S (P.30)	24.1 – 19.8 kWh/100km	n/a	0 g/km	370 – 512 km	454 – 611 km	n/a	25.8 – 25.4 kWh/100km	0 g/km
Taycan Turbo S (P. 23, 33)	23.4 – 21.9 kWh/100km	n/a	0 g/km	440 – 468 km	524 – 573 km	n/a	26.0 kWh/100km	0 g/km
Taycan 4S Cross Turismo (P. 26)	24.7 – 20.4 kWh/100km	n/a	0 g/km	358–497 km	449–603 km	n/a	26.1–25.7 kWh/100 km	0 g/km
Model Range Taycan Cross Turismo (P. 29)	26.4–21.2 kWh/100 km	n/a	0 g/km	415 – 490 km	517 – 616 km	n/a	28.1–26.2 kWh/100 km	0 g/km

Note: Range/consumptions/emissions as of 05/2022

Range/consumptions/emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (EAER)	Electric range City (EAER City)	Fuel consumption combined (NEDC)	Electrical consumption combined (NEDC)	CO ₂ emissions combined (NEDC)
Panamera 4 E-Hybrid Platinum Edition (P.19)	2.5 – 2.0 l/100km ¹	24.4 – 23.1 kWh/100km ¹	57 – 48 g/km ¹	49 – 54 km	52 – 55 km	2.2 – 2.1 l/100km	17.5 – 17.0 kWh/100km	49 – 47 g/km
Model Range 718 Cayman (P. 6, 13)	13.2 – 8.9 l/100km	n/a	299 – 201 g/km	n/a	n/a	12.3 – 8.1 l/100km	n/a	281 – 185 g/km
718 Boxster 25 Jahre (P. 15)	11.1 – 8.9 l/100km	n/a	251 – 201 g/km	n/a	n/a	10.9 – 8.1 l/100km	n/a	249 – 185 g/km

Weitere Informationen zum offiziellen Kraftstoffverbrauch und den offiziellen spezifischen CO₂-Emissionen neuer Personenkraftwagen können dem "Leitfaden über den Kraftstoffverbrauch, die CO₂-Emissionen und den Stromverbrauch neuer Personenkraftwagen" entnommen werden, der an allen Verkaufsstellen und bei DAT (Deutsche Automobil Treuhand GmbH, Hellmuth-Hirth-Str. 1, 73760 Ostfildern, <https://www.dat.de/co2/>) unentgeltlich erhältlich ist.

A guide on fuel economy, CO₂ emissions and electric power consumption which contains data for all new passenger car models is available at any point of sale free of charge and from DAT (Deutsche Automobil Treuhand GmbH, Hellmuth-Hirth Str. 1, 73760 Ostfildern-Scharnhausen, Germany, <https://www.dat.de/co2/>)

Note: Range/consumptions/emissions as of 05/2022 | 1. WLTP weighted